



A RESEARCH FOR EXAMINING WORK ALIENATION THROUGH DEMOGRAPHIC CHARACTERISTICS*

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ABSTRACT

Work alienation, from an employees point of view, is defined as seeing the work meaningless and purposeless, being not satisfied from the relations within the organization, losing expectations and hopes about future, perceiving himself as a simple element of the system and as a result of this feeling lonely, inadequate and powerless. Work alienation can be easily specified as dissatisfaction, boredom, monotony, emotional and physical weakness, inadequacy, reluctance and loneliness that the individual perceives against the work he has done. It can be said that inconsistency between the characteristics of the work of an individual and his/her own characteristics and expectations, being not explaining himself fully, being not emotionally satisfied with his work, growing away from work and alienated from the work are the main reasons of alienation. The aim of the study is to examine employees' work alienation levels in terms of the demographic characteristics. Data of the research were collected through questionnaire technique among 109 employees of a public institution affiliated to Kastamonu province. In the questionnaire used in the study, there are demographic questions in the first part and there are questions about work alienation levels of employees in the second part. In the study, "Work Alienation Scale" was used to determine the alienation levels of employees and the reliability of the scale was found as 92,5%. By using the Anova and t-test analyses, how the work alienation level of employees vary in terms of their demographic characteristics have examined. In the light of findings; while there were found significant differences in work alienation levels of employees in terms of their gender, marital status and total seniority, there were no differences in terms of their status, age, education degree and seniority in current workplace.

1. INTRODUCTION

Organizations need to struggle with many challenges in order to achieve their goals in today's global business life where change and transformation lived fast and gain sustainable competitiveness advantage against their competitors. Work alienation, which is a psychologically based problem in many areas such as organizational behavior, management and organization, is extremely important for organizations in terms of struggling and taking the necessary precautions (İşçi et al., 2013: 96). Individuals who perform only the assigned task within the organizational structure and repeat it at certain intervals, who can not see and control the whole of the work, who can not give meaning to the work he done and who constantly compare the qualities of work with their own qualifications, suppresses some of their needs and expectations and encounter some problems and depression and additionally live alienation to work (Turan & Parsak, 2011: 2). Work alienation that occurs as a result of these negative emotions that individuals feel towards their organizations is an important problem which causes their performance and their productivity to decrease and intensify their intention to leave from the work, and this problem need to be solved and taken precautions both as individually and organizationally (Akpolat & Oğuz, 2015: 948).

Work alienation is indicated as a result of the disagreement and conflict between the roles that the individual carries to himself and the self-nature that he possesses (Mendoza & Lara, 2007: 57). In this context, Karl Marx emphasizes that main reason of alienation of the individual to work is the result of existing capitalist production relations. The individual sells his or her own labor for a certain fee for actualizing production in business life, but can not have any control or rights over the production processes and the individual is not in the governing position on the work but conversely the work is in the governing position on the individual. For this reason, work processes determined outside the willpower of the individual cause him to be unable to realize himself, not to meet his needs and

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expectations, to find the work meaningless and therefore to alienate to work (Kaya & Serçeoğlu, 2013: 319; Shantz et al., 2012: 8).

In this study, it is aimed to examine whether the work alienation levels of employees differ in terms of their demographic characteristics. In this context, a literature review is prepared by examining the concepts of alienation and work alienation and the researches carried out in relation to work alienation. Then, methodological details and findings of the study are explained. At last, by taking into consideration other studies related to work alienation in the literature, findings of this study are evaluated and discussed as a conclusion.

2. LITERATURE

This part of the study is composed for examining and explaining the concepts of alienation and work alienation and the researches carried out in relation to work alienation both in national and international literature.

2.1. Alienation

The origin of the concept of alienation arises from the word “alienado” in Latin. Then settled in Turkish from French the word of “alene” and from English the word of “alienation” (Kanungo, 1982: 9). Alienation has long been discussed as a concept. The concept of alienation is used as a rather broad interdisciplinary concept, such as in the fields of theology, philosophy, sociology, psychology, and psychiatry, although Karl Marx brought this concept to forefront (Nair & Vohra, 2010: 602; Seeman, 1967: 275). The concept of alienation has been studied in political and economical view by Karl Marx and Fromm, in religious view by Feuerbach and in sociological view by Emile Durkheim (Tokmak, 2014: 138).

Alienation concept is defined as depersonalization, constant anxiety and flurry towards events, hopelessness and loneliness for the future by psychologists, as retiring from normal, not showing normal behavior by psychiatrists and as not attending to the social processes, not recognizing the rules, not having norms, non-interaction with the environment, and social dissolution by sociologists (Yıldız et al., 2013: 1257). Seeman (1975) suggests that the concept of alienation is a kind of illness that occurs depending on social conditions and emotional state from a socio-psychological point of view and therefore a single and general description of alienation can not be made (Şimşek et al., 2012: 55).

Alienation is the situation of powerlessness, inadequateness, weariness and unwillingness the individual lives when he feels that he doesn't fulfill his personal needs and expectations such as realizing and evidencing himself (İşçi et al., 2013: 99) and alienation is based on the assumption that it has negative consequences for personality development of a healthy individual (Greenberg & Grunberg, 1995: 84). In other words, alienation is a psychological situation of retiring from the work that appears when the individual perceived that his work is lack of the potential to meet his own needs and expectations (Kanungo, 1979: 131). At the same time, alienation can also be described as a phenomenon that undermines the sense of self, attitudes of employees, business outcomes and social networks (Banai et al., 2004: 377).

It is stated that alienation is related to a number of personal outcomes such as work ethic, focus of control, work discipline, motivation, participation to work, negative attitudes towards management, work performance, organizational commitment and organizational citizenship behavior (Banai & Reisel, 2007: 465; Heaven & Bester, 1986: 593; Cummings & Manring, 1977: 167; Mendoza & Lara, 2007).

2.2. Work Alienation

Work alienation, from the view of employees, is defined as seeing the work as meaningless and without purpose, not being satisfied from relations within the organization, losing expectations and hopes for the future, perceiving himself as a simple element of the system and as a result of these feeling himself alone, bored, inadequate and powerless (Elma, 2003: 16). Kanungo (1979) conceptualizes work alienation as a psychological structure and process that captures the subjective experience of the individual. Work alienation is stated as an inability to provide an environment in which the individual can experience human values such as self-actualization, taking authority and

responsibility, being independence, having interpersonal interaction and communication (İşçi et al., 2013: 99). In other words, work alienation is defined as an attitude indicating that the individual has lost his energy, enthusiasm and belonging to the work he has done (Hirschfeld et al., 2000: 1880; Kobasa et al., 1982: 168).

Work alienation is a psychological cognitive situation that arises from the perception that an individual's work can not meet his needs and expectations and causes the individual to give less attention to his work, to work with less energy, and to perform less (Michaels et al., 1988: 378). Negative emotions such as not showing interest to work, being less independent (autonomous) and having less control over the work, backing down from career targets, not adapting to workplace norms and policies, feeling weakness, inadequacy and monotony against work are mentioned as work alienation (Özbek, 2011: 233). In another definition, work alienation is stated as employees perceptions that changes and developments related to their work are unnecessary and meaningless due to the interaction between organization and environment, they are inadequate and powerless for these changes, they become distant from their workplace friends, they live communication problems and therefore, they have negative attitudes and behaviors towards their work (Erdem, 2014: 521).

Work alienation is a factor that occurs during the realization of intraorganizational activities. Factors such as communication problems among organizational managers and other employees, organizational structure, lack of job sharing, inappropriate working conditions, role ambiguity and role conflict, monotony, weakness, loss of meaning of work, not participating to decisions, authority and responsibility imbalance can be cause alienation of employees to their work (Hoşgörür, 1997: 66; İşçi et al., 2013: 99; Mottaz, 1981: 515).

2.3. Researches about Work Alienation

There are many studies related to work alienation both in domestic and foreign literature. Some of these studies can be summarized as follows.

Michaels et al. (1988) argue in their research that the high level of organizational forming will reduce the work alienation level of individuals. Similarly, Agarwal (1993) emphasizes that organizational forming has a negative effect on employees' work alienation levels, organizational commitment and role stressors. Ramaswami et al. (1993) stated in their research that organizational structure, task distribution and managerial activities are among the antecedents of work alienation, and each antecedent is of relative importance. In the study of Poole & Regoli (1980), it can be seen that there is a negative relationship between professionalism and work alienation, that is, the work alienation level decreases as employees become professional.

Banai et al. (2004) stated in their research that there is a causal relationship between leadership, job characteristics, focus of control and work alienation level. Lawler (1992) emphasizes that work alienation reduces motivation and work participation at the group level. On the other hand, the demographic variables such as gender, marital status, age, educational status and seniority of the individual have an effect on work alienation level (Elma, 2003, Halaçoğlu, 2008). Banai & Reisel (2007) conducted a research with 1933 employees in Cuba, Germany, Hungary, Israel, Russia and the United States and in their study it can be seen that there is a negative correlation between work alienation level of employees and leadership, job descriptions, task diversity, job autonomy, job meaningfulness and job outcomes.

Hirschfeld et al. (2000) explained in their research that there is a negative and meaningful relationship between work alienation level of employees and variables such as trust, achievement, presence at work, job satisfaction and there is a positive and meaningful relationship between work alienation level of employees and variables of absence from workplace and self-deception. Mendoza & Lara (2007) stated in their research that there is a negative relation between work alienation level of employees and person-organization fit and organizational citizenship behavior. Özbek (2011) specified in his research that there is a negative relationship between work alienation and trust within the organization and organizational adaptation. Tummers & Den Dulk (2013) deduced from their research that work alienation has a negative effect on organizational commitment and working effort and especially on work family relations.

Kaya & Serçeoglu (2013) conducted a research with 339 employees and found that there is a positive relationship between emotional labor and work alienation and stated that when emotional labor increases, work alienation increases as well. It is also emphasized in their research that temporary contract employees have higher levels of work alienation. Kurtulmuş & Yiğit (2016) mentioned in their research existence of a strong positive relationship between work alienation and intention to leave from work. It is explained that in order to reduce employees' intention to leave from their work, organizational and managerial precautions should be taken to prevent and/or reduce work alienation.

3. METHODOLOGY

This part of the study provides the methodological details of the study, including the aim, importance, hypotheses, limitations, sample, questionnaire and data collection, measures, reliability and factor analyses of the study.

3.1. Aim

The aim of this study is to examine whether the work alienation levels of employees differ in terms of their demographic characteristics. One of the most important production factors of organizations is undoubtedly the employees. It is very difficult for an organization to be able to achieve its own goals, to acquire sustainable competitive advantage and to survive, where the effort and labour are not exist and the man is pushed out of the system. Being expressed as an attitude which demonstrates that the individual has lost his energy, enthusiasm and belonging to the work he has done, work alienation is a concept that should be paid attention for organizations. Employees feelings of being powerless, bored, inadequate and purposeless to their work can be cause the work they have done to become inefficient, and therefore their performance to fall. In this context, for achieving their goals it is very important for organizations to be able to avoid the factors that may cause their employees to become alienated to their work, to know the characteristics of their employees and to renew their business processes accordingly.

3.2. Hypotheses and Limitations

Focusing on the main purpose of the research the following hypotheses were derived.

H₁: Work alienation levels of employees differentiated according to their gender.

H₂: Work alienation levels of employees differentiated according to their marital status.

H₃: Work alienation levels of employees differentiated according to their status.

H₄: Work alienation levels of employees differentiated according to their age.

H₅: Work alienation levels of employees differentiated according to their education degree.

H₆: Work alienation levels of employees differentiated according to their seniority in current workplace.

H₇: Work alienation levels of employees differentiated according to their total seniority.

Limitations of the study can be specified as its participants and sample, its data gathering technique and its measures. In detail, this study is conducted with the employees of a public business, questionnaire is used for gathering the data and a widely known and accepted scale of "work alienation" used in the literature was utilized in the study.

3.3. Sample

The population of this study consists of 120 employees in a public business in Kastamonu province. In the study, full sampling application was used due to the possibility of reaching all of the employees in the business. The research population consisting of a total of 120 employees can be represented by a sample group consisting of at least 92 employees at a significant reliability level of 0.05 (Altunışık et al., 2004: 125). In the research process, a questionnaire was sent to the whole of the population (120 units). Due to long national/international duties and various reasons, 109 questionnaires were recycled with a 90.8% response rate and the sample is statistically accepted representative for the population.

3.4. Measures

Data of this study were gathered through a questionnaire composed of two parts. In the first part of the questionnaire it is aimed to understand the demographic characteristics of the participants.

Demographic characteristics in this part can be ordered as gender, marital status, status, age, education degree, seniority in current workplace and total seniority. In the second part of the questionnaire, "Work Alienation Scale" developed by Hirschfeld & Field (2000 - $\alpha=.80$) for measuring work alienation levels of employees was used. This scale was adapted to Turkish language by Özbek (2011 - $\alpha=.71$) and also used by İşçi et al. (2013 - $\alpha=.89$), Kanten & Ülker (2014 - $\alpha=.87$), Tokmak (2014 - $\alpha=.85$) in their studies for measuring work alienation levels of employees. Work alienation scale consists of ten items with one dimension. Within the scale sample items included "I find it difficult to imagine enthusiasm concerning work." and "Most of my work is wasted in meaningless activity.". Also, work alienation scale is acceptable as a 5-point Likert-type scale.

3.5. Reliability and Factor Analyses

In order to test the structural validity of the scale used in the study, exploratory factor analysis (Table 1) used primarily, and then, confirmatory factor analysis (Table 2) used to confirm the emerging factor structure.

Table 1. Factor and Reliability Analyses

Measure	Factors	Item number	Factor loadings	Explained variance (%)	Cronbach alpha (α)
Work Alienation	Work Alienation	10	,476 - ,910	60,685	.92,5

KMO: ,903; Barlett: 740,645; df=45; p=,000

According to the exploratory factor analysis in Table 1, it can be seen that work alienation scale consists of one dimension. In the literature there have been found findings supported this factor structure (İşçi et al., 2013; Tokmak, 2014). Moreover, the internal consistency (reliability) analysis of the scale was based on the Cronbach Alpha coefficient and the Cronbach Alpha value was measured as 92.5%. This value is well above the acceptability limit of 70% for reliability.

Table 2. Confirmatory Factor Analysis and Findings

Fit Measures	Good Fit Values	Acceptable Fit Values	First Fit Values	Modified Fit Values
RMSEA	0.00<RMSEA<0.05	0.05<RMSEA<0.10	0,12	0,09
CMIN/DF	0≤CMIN/DF≤2df	2df≤CMIN/DF≤3df	2,56	1,93
GFI	0.95<GFI<1.00	0.90<GFI<0.95	0,87	0,91
NFI	0.95<NFI<1.00	0.90<NFI<0.95	0,88	0,92
CFI	0.95<CFI<1.00	0.90<CFI<0.95	0,92	0,96

In Table 2, fit values found by confirmatory factor analysis findings with acceptable fit values (Schermelleh-Engel et al., 2003; Brown, 2015: 74), which are frequently used and accepted in the literature are presented. When the modified fit values examined, findings of the research demonstrates that the model has acceptable fit values. In the modified model in line with the modifications carried out by considering the theoretical background fit measures calculated as RMSEA value ,09; CMIN/DF value 1,93, GFI value ,91; NFI value ,92 and CFI value ,96. According to these results, it can be said that the scale has confirmed the one-dimensional factor structure that emerges with exploratory factor analysis, that is, the scale is in good fit with the original scale. Skewness and kurtosis values of the research data were examined and found to be between -1 and +1 values and found as acceptable for t-test and Anova, in other words, it is found that data of the research has normal distribution (Yazıcıoğlu & Erdoğan, 2004: 156).

4. FINDINGS

This part of the study presents the findings. Firstly, demographic characteristics of the participants of the study were examined. Then, for measuring whether or not work alienation levels of employees differentiated according to their demographic characteristics, t-test and Anova were utilized in the study and findings were explained in this part. Also, findings of Tukey and Levene's analyses were shown.

4.1. Findings Related to Demographic Characteristics

Findings related to the demographic characteristics of the employees participating in the research are shown in Table 3. When the findings regarding the demographic characteristics of the participants are examined in Table 3, it was found that the gender distribution of the participants was almost equal, the majority of them were not in executive status (85.3%), more than half were married (60.6%), more than half had highschool and undergraduate education degree (63.0%), most of them were in the age group of 40 years and below (67.9%), almost half of them had 5 years and less (45.0%) seniority in their current workplace and more than half of them had 10 years and less (%63,3) total seniority.

Table 3. Findings Related to Demographic Characteristics

Demographic Characteristics	n	%	Demographic Characteristics	n	%
Gender:			Age:		
Woman	50	45,9	Below 30	40	36,7
Man	59	54,1	Between 31 - 40	34	31,2
Marital status:			Between 41 - 50	25	22,9
Married	66	60,6	51 and more	10	9,2
Single	43	39,4	Seniority in current workplace:		
Status:			5 years and less	49	45,0
Executive	16	14,8	Between 6 - 10 years	27	24,8
Non-executive	93	85,3	Between 11 - 15 years	9	8,3
Education:			16 years and more	24	22,0
Primary education	16	14,7	Total seniority:		
Highschool	38	34,9	5 years and less	36	33,0
Associate degree program	18	16,5	Between 6 - 10 years	33	30,3
Undergraduate	34	31,2	Between 11 - 15 years	16	14,7
Graduate	3	2,7	16 years and more	24	22,0
Total	109	100	Total	109	100

4.2. t-Test and Findings

In the context of the main purpose of the study for testing the hypotheses of “work alienation levels of employees differentiated according to their gender (H1), marital status (H2) and status (H3)” t-test was conducted and for determining whether the variances between the two groups were distributed homogeneous Levene’s test was used. The analyses and their findings were given in detail in Table 4.

When the findings in Table 4 are examined, according to all Levene’s test findings conducted for demographic characteristics (gender, marital status, status), there is no difference between the two group variances, showing homogeneous distribution ($p > 0.05$). In line with these findings; t-test was conducted to examine whether work alienation scores differentiated in terms of gender, marital status and status. Findings demonstrated that, the work alienation scores showed a significant difference due to the gender of employees ($t(107) = 2,074$; $p < 0.05$). For determining from which variable (female, male) this difference originated from, the means were examined. According to this, it can be seen that the mean of work alienation scores of female employees ($X = 21,90$) are higher than that of male employees ($X = 19,05$). With reference to this finding, it can be said that the hypothesis of “work alienation levels of employees differentiated according to their gender” (H1) is supported and this difference stems from the female employees.

Table 4. t-Test and Findings

Gender	n	X	SS	df	t	p	Levene’s
Woman	50	21,90	,7129	107	2,074	,040*	,699
Man	59	19,05	,7159				
Marital status	n	X	SS	df	t	p	Levene’s
Married	66	21,71	,7552	107	2,471	,015*	,174
Single	43	18,28	,6303				
Status	n	X	SS	df	t	p	Levene’s
Executive	16	20,31	,7245	107	,027	,979	,650
Non-executive	93	20,36	,7298				

* $p < 0.01$; Levene’s Test $p > 0.05$ normal distribution.

Work alienation scores are found to be significantly differentiated due to marital status of employees ($t(107)=2,471$; $p<0.05$). For determining from which variable (married, single) this difference originated from, the means were examined. According to this, it can be seen that the mean of work alienation scores of married employees ($X=21.71$) are higher than that of single employees ($X=18.28$). With reference to this finding, it can be said that the hypothesis of “work alienation levels of employees differentiated according to their marital status” (H_2) is supported and this difference stems from the married employees. Work alienation scores do not show a significant difference due to status of employees ($t(107)=0,27$; $p>0.05$). In line with this finding, hypothesis of “work alienation levels of employees differentiated according to their status” (H_3) is not supported.

4.3. One Way Anova Analysis and Findings

In the context of the main purpose of the study for testing the hypotheses of “work alienation levels of employees differentiated according to their age (H_4), education degree (H_5), seniority in current workplace (H_6) and total seniority (H_7)”, One Way Anova analysis, Tukey and Levene’s tests were conducted. The analyses and their findings were given in detail in Table 5.

When the findings in Table 5 are examined, according to all Levene’s test findings conducted for demographic characteristics (age, education degree, seniority in current workplace, total seniority), there is no difference between the two group variances, showing homogeneous distribution ($p>0.05$). In line with these findings; One Way Anova analysis was conducted to examine whether work alienation scores differentiated in terms of age, education degree, seniority in current workplace and total seniority. Findings demonstrated that, the work alienation scores showed a significant difference only due to the total seniority of employees ($F(3-108)=4,336$; $p<0.01$). For determining from which group this difference originated from, Tukey test was conducted. According to this, it can be seen that the mean of work alienation scores of employees who have 5 years and less total seniority ($X=22,61$), are higher than that of employees who have total seniority between 11-15 years ($X=16,50$). With reference to this finding, it can be said that the hypothesis of “work alienation levels of employees differentiated according to their total seniority” (H_7) is supported and this difference stems from the employees who have 5 years and less total seniority.

Table 5. One Way Anova Analysis and Findings

Education	n	X	SS	Sd	F	p	Tukey
1. Primary education	16	20,25	,6688	3	,089	,966	Levene's ,349
2. Highschool	38	20,24	,7535	105			
3. Associate degree program	18	19,78	,6647	108			
4. Undergraduate and above	37	20,81	77,20				
Age	n	X	SS	Sd	F	p	Tukey
1. Below 30	40	20,43	,6838	3	,163	,921	Levene's ,502
2. Between 31 - 40	34	20,85	,7157	105			
3. Between 41 - 50	25	19,52	,8000	108			
4. 51 and more	10	20,50	,8209				
Seniority in current workplace	n	X	SS	Sd	F	p	Tukey
1. 5 years and less	49	21,00	,7430	3	,727	,538	Levene's ,859
2. Between 6 - 10 years	27	20,41	,7110	105			
3. Between 11 - 15 years	9	17,11	,8038	108			
4. 16 years and more	24	20,21	,6871				
Total seniority	n	X	SS	Sd	F	p	Tukey
1. 5 years and less	36	22,61	,6851	3	4,336	,006*	Levene's ,730
2. Between 6 - 10 years	33	18,42	,6819	105			
3. Between 11 - 15 years	16	16,50	,6429	108			
4. 16 years and more	24	22,21	,7535				

* $p<0.01$; Levene’s Test $p>0.05$ normal distribution.

When the findings in Table 5 are examined, according to findings of other One Way Anova analyses, work alienation scores do not show any significant difference in terms of their age ($F(3-108)=,163$; $p>0.05$), education degree ($F(3-108)=,089$; $p>0.05$) and seniority in current workplace ($F(3-108)=,727$; $p>0.05$). In line with this finding, hypothesis of “work alienation levels of employees differentiated according to their age (H_4), education degree (H_5) and seniority in current workplace (H_6)” are not supported.

5. CONCLUSION

It is one of the important problems that must be taken to measure the survival of organizations in dynamic environmental conditions, to differentiate, to achieve cost leadership and reach their objectives. The negative feelings which employees feel to their organizations lead to the lack of sensitivity to the work they do with time, become monotonous and therefore alienation. Organizations need to take some precautions and decisions both from organizational and managerial perspectives to deal with these problems and/or to reduce them in many ways. The work alienation that negatively affects employees' performance and efficiency is a psychological cognitive condition arising from the perception that the work does not meet the needs and expectations of the individual.

When the findings of this study were examined; it can be seen that there is a difference between the levels of work alienation and marital status of the employees, and this difference stems from the married employees. At this point, for married employees, having relatively higher responsibility both in the organization and in the family, and therefore having more role diversity (spouse role, parent role, work role etc.) and getting bored, powerless, tired, monotonous from the work and feeling ordinary can be increase their alienation to work. The work alienation levels of employees demonstrate significant differences in terms of gender and this difference stems from female employees. This may be depends on the perspective that the types of work which women can work on accepted as limited. Therefore, establishment of such discrimination both organizationally and managerially against women in situations related to work in the workplace could lead women to feed negative emotions to the organization and so work alienation. Employees' work alienation levels show significant differences in terms of total seniority, and this difference stems from employees with a total seniority of five years and less. It can be said that employees' low total seniority (5 years and less) may be cause not having enough work-related experience and knowledge and feeling inadequate and powerless to the work and therefore living work alienation. On the other hand, having high expectations related to work, but the work which can not fulfill the expectations can be contribute to work alienation.

In some studies, in the literature, findings of this research are supported. Develioğlu & Tekin (2012) conducted a research with 539 employees working on various status positions in five-star hotels in the Antalya area and they explained that work alienation levels of employees differentiated according to their demographic characteristics such as marital status, total seniority and gender. Kesik & Cömert (2014) examined work alienation levels of teachers who served in elementary schools and they indicate that work alienation levels of teachers differentiated due to their total seniority. In a study conducted by Erdem (2014) with 349 teachers who served in the province of Van in 25 primary schools, it is revealed that work alienation levels of teachers differentiated in terms of their gender. In his study Zaganjori (2016) specified that work alienation levels of employees differentiated according to their total seniority. However, in the research carried out by Aydin (2015) it is emphasized that work alienation levels of employees is not differentiated due to their marital status, total seniority and gender.

According to another finding of this study it is not observed any differentiation in work alienation levels of employees in terms of their education degree, age, seniority in current workplace and their status. Employees' work alienation is a case that can be encountered at any education level, age and status. Indeed, expectations of non-executive employees are different from the expectations of executives. Because each status has different career requirements and planning, their work perception may be different. In the same way, career-oriented work expectations may differ in the employees who have different education degrees. If the work alienation levels of employees are considered in terms of seniority in the workplace where they are currently working, it may not be observed any differentiation. Because half of the employees have five years and less working time and both in their current workplace and therefore in their work they have gained new experience, they have just learned job requirements, they have just become experienced and in this scope they are in the recognition and comprehension process for their organization. Moreover, employees at all ages may be feel boredom, monotony, weakness, inability, meaninglessness to their work in proportion to their expectations and needs and hence they can be alienated to their work.

Some studies in the literature support the results of this research, while others do not. Kanungo (1982), in his book "Work Alienation", indicates that alienation is a fact that can be seen at all ages by sourcing from social and technological changes. There isn't encountered any differentiation in work alienation levels of employees in terms of their education degree in the study of Kılıçık (2011). Kaya & Serçeoğlu (2013) conducted a research with 339 employees and they have found that work alienation levels of employees is not differentiated due to their status. Develioğlu & Tekin (2012) emphasized in their research that work alienation levels of employees differentiated according to their education degree and marital status. In the study of Zaganjori (2016) while it is found that work alienation levels of employees differentiated due to their age, it is not observed any differentiation in work alienation levels of employees in terms of their education degree.

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